

APPENDIX F
TO
AMENDED PRELIMINARY SITE DEVELOPMENT AND USE PLAN

SPECIAL TOWN MEETING
NOVEMBER, 2009
ZONING AMENDMENT TO COMMERCIAL DISTRICT NUMBER 9

45, 55 and 65 HAYDEN AVENUE

TRAFFIC MITIGATION & TRANSPORTATION DEMAND MANAGEMENT PLAN

The Traffic Mitigation and Transportation Demand Management Plan approved as part of the Original PSDUP shall continue to be binding upon the Premises, subject to any additional requirements specified below.

Cubist Pharmaceuticals (“Cubist”) currently implements an existing aggressive and successful traffic demand management (TDM) program with specific elements of this program listed below.

Cubist Travel Demand Management (TDM) Policies

Cubist implements a TDM program for its employees that follow the general framework established in the 1997 PSDUP for the Site, including the following key elements:

- *Route 128 Business Council Membership.* Cubist is a paid member of the Route 128 Business Council.
- *Transportation Coordinator.* Cubist has identified Ms. Caroline Chevalier (Senior Human Resources Analyst) as the designated on-site transportation coordinator for employees, with an office address of 65 Hayden Avenue.
- *Central Listing of Alternative Transportation Services.* Cubist posts Alternative Transportation Services including the “Cubist Carpool Center” on an employee intranet site. Alewife shuttles and other public transportation routes/schedules are also posted in the break room areas of the site.
- *Employee Transit Subsidies.* Cubist participates at a level three sponsorship of the Alewife Shuttle and reimburses 100% of the cost of monthly MBTA passes and the Alewife Shuttle. Review of the most recent available ridership report for the Alewife Shuttle (provided by the Route 128 Business Council) indicates that Cubist generates an average daily ridership of approximately 30 riders per day – more than 5 percent of its workforce).

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- *Employee Flex-Time/Telecommuting Policies.* Cubist posts its Guiding Principles for Work Life Balance (flex time/telecommuting policy) on an employee intranet site. More than 50% of Cubist's workforce is already working on a flex time/telecommuting basis in some capacity based on a 2009 Employee Transportation Survey.
- *On-Site Showers/Lockers.* Cubist's facilities are outfitted with showers and locker facilities to encourage bicycle commuting and employee exercise programs.
- *On-Site Support Services/Amenities.* Cubist's facilities include services and amenities that encourage employees to remain on-site for essential services and internalize trip making to the campus including:
 - o A full cafeteria with catering options
 - o Fitness center with fitness classes offered to employees
 - o On-site massage therapy
 - o On-site dry cleaning pick-up/drop-off
 - o On-site mailboxes
- *LexPress Shuttle Operating Subsidy.* The owners of the Premises were obligated to make a \$4,000 annual financial contribution to the *Town* to support the LexPress bus service in accordance with the Original PSDUP. Notwithstanding anything to the contrary contained herein, Cubist, as the owner of Area B, affirmatively assumes the obligation to make all future payments to the Town under this provision, and this obligation shall run with Area B. Said payments shall be made in accordance with the Memorandum of Understanding annexed hereto as Appendix G. Upon payment as provided in the Memorandum of Understanding, all traffic demand management obligations established in Section 3.5 of Appendix E of the Original PSDUP shall be deemed satisfied in full and, upon request, the Town shall provide a Certificate to the owners of Area B confirming such payment and satisfaction of obligations.

Results of observed trip generation for 45, 55 and 65 Hayden Avenue (buildings primarily occupied by Cubist) suggests that the TDM policies have a measurable effect in reducing single occupant vehicle trips to/from the Site, as the Campus trips are up to 27 percent lower than ITE standards for a research and development use and more than 10 percent lower than an office use.

Cubist Pharmaceuticals will provide additional monetary contributions towards traffic mitigation to the Town. The additional mitigation commitments which are defined in the

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Memorandum of Understanding between Cubist Pharmaceuticals and the Town are described in
Appendix G.